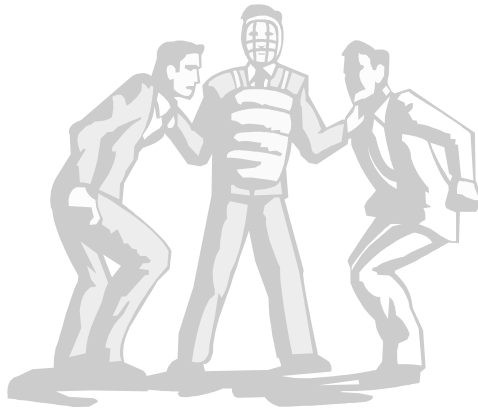


# **Transport for London Policing and Enforcement**



## **Conflict Resolution Delegate Workbook**

## Conflict – Personal Experiences

**Think of a recent conflict that you had or witnessed that was not handled in a constructive way, what are the results of unresolved, or poorly managed, conflict?**

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**Think of a conflict that was handled constructively, what are the results of well managed conflict?**

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## Levels of Conflict



Conflict often follows a pattern, if we can interrupt the pattern early we can avoid crisis and deal with the incident/interaction at a lower more appropriate level.

People in conflict have often got there because both sides do not fully understand the other persons position or point of view. Sometimes we can feel challenged, embarrassed or guilty and then we get defensive which leads to conflict.

The key is to “Stay Alert” to potential for conflict and also the earliest opportunity to reduce or manage that potential.

# React or Respond

In fight or flight mode we are limited in our responses, we can only react. By using the skills you develop within this training, you will gain the ability to choose a different approach – response: you will be able to acknowledge what is occurring and respond accordingly. By completing the exercise below you will begin to understand how you can deal more effectively with conflict.

When I react in *Fight* mode..

**Physical Reactions**

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**Emotional Reactions**

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When I react in *Flight* mode:

**Physical Reactions**

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**Emotional Reactions**

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Ways I could create a *flow* response are:

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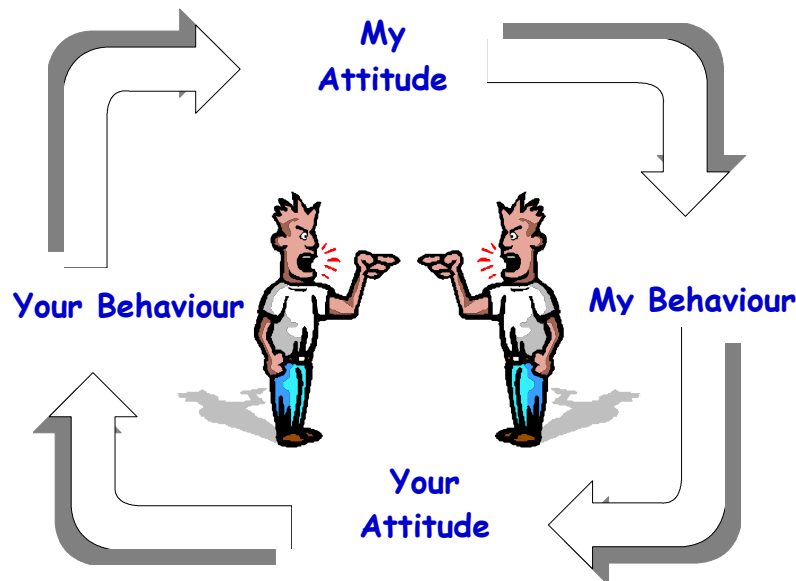
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## The Conflict Cycle



The way you think about situations and others has a direct impact on your behaviour. Other people will pick up on your behaviour, and your non-verbal communication (Body language), which will have an impact on their attitude towards you and the situation. As you can see, this flow of attitude and behaviour then becomes a cycle. This process is useful when we have positive attitudes and behaviours, and can be destructive if our attitudes are not so positive.

Remember you will be the person with the knowledge and skills to break the cycle. How does your thinking, feelings, beliefs about the situation and people involved influence this cycle?

By changing any un-resourceful attitudes or perceptions you can positively affect the interaction.

What we expect is usually what we get. If you expect conflict when dealing with others, then that is what you get more often.

Change your expectations and attitudes if necessary, this doesn't mean it won't ever happen but you may be surprised at the result of simply changing your thinking.

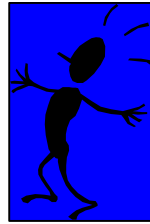
**Note:** as with any of these skills you must always be aware of your personal safety, which must come before any other consideration.

## Perceptual Positions

Perceptual Positions is a way of looking at situations including conflicts from three different perspectives.

### 1<sup>st</sup> · You, experiencing the situation as you.

The situation as you understand it, based on your experiences, learning's and knowledge. This is what it is like for you in your model of the world.

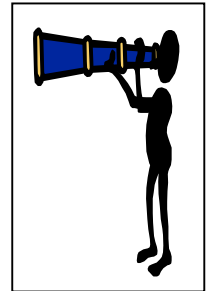


### 2<sup>nd</sup> · You, experiencing what the situation may be like as the other person.

Taking a second perceptual position helps to begin to understand the real purpose behind another person's actions or words. This might provide the key to the right communication to bring about your or their outcome.

### 3<sup>rd</sup> · You, experiencing the situation as an independent observer.

In a relationship between two people, third is often a good position to adopt if something is not working. It provides more information and allows you to identify the changes you need to make to improve the relationship. With these insights you can feedback to 1<sup>st</sup> position what they need to do differently to achieve the outcome.



Think of a past conflict you had with someone this can be work related or personal.

Write down your perception of the event – Anything you thought, felt, what you believed it was about, etc.

Write down what you think it was like for the other person, why they may have behaved the way they did. Remember you are imagining you are them and they would have had a good reason for doing what they did. Consider what you may have been thinking, feeling, beliefs, etc. if you were in their position.

Now, write down what a detached observer may have seen or noticed about the interaction between you and the other person. If they had that “fly on the wall” perspective how they would report the interaction went. What would they say about you? What would they say about the other person?

Finally write down what the last person might say to you, what advice might they give that would have made the situation better, or more manageable. What could you have done differently?

Notes:

## Managing Personal States

Some situations can be challenging, and demanding, depending on our perception of any situation, we experience different emotions or states. Sometimes we give them labels like “nerves” or “excitement”. The labels or names we give these feelings will have an effect on us. Consider that usually the thing we call “nerves” is created by the same physiological response as “excitement”. Both are effects of our fight or flight response.

Changing the label can be useful, change “nerves” to “excitement” and notice how you think about it?

Emotional states can be anchored to specific things, people or even thinking. Think of a smell you like or a favourite meal, a particular person or an event. All of these will evoke particular feelings (emotional states).

Advertising uses the concept of anchors to get you to associate certain pieces of music or images to their products.

Anchors happen naturally, and can be set up by you, (or someone else). If every time you carry out an enforcement procedure you have an experience that makes you feel bad or negative, even thinking about carrying out the procedure can put you into a negative un-resourceful state.

This section is about managing your own state in conflict situations, the technique on the next page can be used by anyone to create and manage a more resourceful state in any situation.

Managing your state before, during, and after a potential conflict situation will reduce the stress you may have experienced, and help you manage the current, and subsequent interactions more effectively. This is also a way of managing the fight or flight response.



## Anchoring a Resourceful State

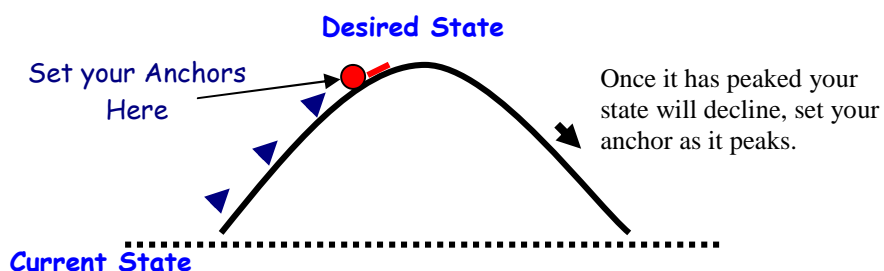
This process enables you to anchor a specific (resourceful) state of mind, that will then be available to you at anytime you wish.

Decide on the anchor(s) you will use to set the state and re-trigger it in the future. Ideally, an image, (colour, scene, person, etc.), a physical action, e.g. squeezing the thumb and forefinger lightly together on one hand, finally, choose a word or sound or something you can say to yourself that will help you access the state you want, e.g. "calm", "relax", etc

Now follow this process

- What state would you like to have? (Calm, confident, relaxed and alert, etc.)
- Remember times in the past when you have been like this.
- Think of one specific occasion and begin to relive that experience as if it is happening now.
- What are you seeing as you look around?
- What are you hearing as you see these things happening?
- What, if anything, are you saying to yourself?
- How are you feeling as you relive this experience?
- How do you know this feeling is increasing?
- I don't know how easy this will be for you but what happens if this feeling increases by, say, 10% ... 20% ... 50% perhaps? Or 'turn it up, double it, make it even stronger', etc

As the state becomes more intense, set the anchor, hold for a brief period, let the feelings, images and sounds get even stronger and release the anchor just before they peak.



Notes:

## Rapport - The key to effective communication.

Gaining rapport gives you the ability to work toward the responses you need, to get across your message, and communicate more effectively. For there to be any positive interaction in a communication (however slight) there must be rapport.

Communications between people at any level are seriously impaired if rapport is not present and can lead to poor relationships.

Rapport exists naturally between people who 'get on well' or who 'see eye to eye'. As it is a natural state in which we all have skills, we only notice when it does *not* exist. Practice achieving rapport when it does not exist, this will enhance all types of communication, including managing potential conflict.

The easiest way of understanding rapport is to observe it happening.

### Mirroring and Matching

The areas we can mirror or match are:

- **Matching Body Language**
- **Mirroring Body Language**
- **Voice**
- **Breathing**
- **Language**
- **Beliefs**



By observing those who have good rapport, we can understand what to do consciously when rapport does not exist between ourselves and someone else, or, when we need to build rapport quickly and effectively.

When consciously creating rapport, choose a few key areas and match those subtly, building rapport is not about mimicry, this will only cause offence and bring your efforts to build rapport to a swift conclusion.

Be subtle in what you do, one of the easiest areas to match is posture or general stance. Also observe blink rate and breathing, these are areas that you can match subtly out of the other person's conscious awareness.

### Pacing

Pacing is engaging in a high degree of rapport that effectively allows you to enter the other person's map of reality, enabling you to engage with them, letting them know that a degree of understanding exists. This normally occurs unconsciously and can be very powerful.

When working with another in a conflict situation a key skill is to continue to pace their experience, beliefs, values, etc., until you can lead them to find a solution, different approach or resolution. Pace, Pace, Pace... Lead.

### Leading

Having gained a good state of rapport you can change the state of others by gradually changing your behaviour or communication, taking them with you. Leading relies on the powerful desire of everyone to be and stay in rapport with those we are interacting with.

## Examples of Sensory-Based Words and Phrases

### Visual

Look, picture, focus, imagination, insight, scene, blank, visualise, perspective, shine, reflect, clarify, examine, eye, illusion, illustrate, notice, outlook, see, show, reveal.

### Auditory

Say, accent, loud, tone, hear, ask sound, speechless, vocal, silence, discuss, accent, quiet, shout, proclaim, rhythm.

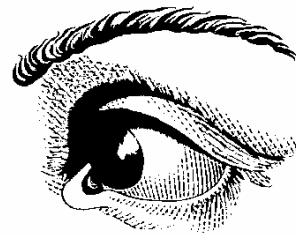
### Kinesthetic

Touch, handle, contact, hold, grasp, stress, feel, pressure, gentle, strong, firm, concrete, push, force, grip.

## Phrases

### Visual

I see what you mean.  
We see eye to eye  
Show me what you mean  
Let's shed some light on the matter  
It appears to me  
Don't let this colour your judgment



### Auditory

Turn a deaf ear  
That rings a bell  
In a manner of speaking  
Music to my ears  
We're on the same wavelength



### Kinesthetic

Hold on a minute  
Scratch the surface  
Hold that thought  
Going to pieces  
Get a grip  
Grasp the nettle



*These lists are by no means exhaustive; please feel free to add your own examples.*

## Presuppositions

A presupposition is a linguistic assumption, something that has to be true in order for a sentence to make sense. Either written or spoken.

You can use presuppositions to reinforce an outcome that you want, by assuming it is true.

For example:

“**Before** you pay the fine, we have to get some details.”

Here, it is presupposed that the fine *will* be paid, and it is true that you have to get some details.

“**After** you have paid your penalty ticket, you will be able to **continue** your journey, secure in the knowledge you have a valid ticket.”

Here, providing it is true that they can continue their journey once the ticket is paid, payment is presupposed.

Write out three sentences that presuppose the passenger will pay the ticket with a note as to what you are presupposing.

Presupposes
Presupposes
Presupposes

Notes:

## Tips for Active Listening

*Although not taught during the days training, active listening is a powerful skill in all forms of information. These tips are included here for you to read and practice.*

Many of us think we listen to others well, but most of the time we are not paying enough attention to really understand what the other person is trying to say, or what their real problem is. In a conflict situation, when stress levels are elevated, this becomes even more of an issue. By thinking about, and practicing, active listening with friends, family and colleagues, we can begin to utilise active listening, together with the other skills you have learnt on this course, in conflict situations.

### To listen actively you must:

- Put the focus of attention totally on the speaker.
- Reflect back, conversationally, some of the key words the other person uses.
- Repeat back your understanding of the situation, use phrases such as, "Can I just check my understanding...", "As I understand it...", "I think what you are saying is... is that right?"
- Notice non-verbal behaviour, are they relaxing or becoming more aggressive, etc. Be aware of your own safety.
- Manage your own reactions and concentrate on the other person.
- If you haven't understood the other person tell them, be clear with your communication.
- Acknowledge feelings and stay with what is achievable, solve the problem not the emotions.
- Avoid baiting, encouraging or criticising.